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"This is a tragic day for our country. Our hearts and prayers go to the injured, their families and friends."

Secretary of Defense Donald H. Rumsfeld, September 11, 2001

Acquisition and Logistics Excellence Week: Shift from Tail to Tooth

By way of a live satellite Webcast, DoD and Industry officials from across the country witnessed Secretary of Defense Donald Rumsfeld kickoff Acquisition and Logistics Excellence (A&LE) Week. Participants attending A&LE Week events at Fort Belvoir, VA were provided with a unique opportunity to exchange success stories and lessons learned with their colleagues through an enlightening lineup of topics, speakers, presentations and exhibits.

The theme for this year's event, "From Reform to Excellence," highlights a conscious shift made by Mr. E. C. "Pete" Aldridge, Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)). Mr. Aldridge envisions a DoD AT&L workforce that successfully implements changed policies to achieve excellence. A&LE Week provides the AT&L workforce with an opportunity to take time out of normal operations and rededicate themselves to their core mission—providing better and less expensive products to the warfighter, faster.

In his opening remarks, Secretary Rumsfeld said that he is launching a campaign to shift DoD resources from the bureaucracy to the battlefield, "from tail to tooth." The DoD bureaucracy is "not the people, but the processes. Not the civilians, but the systems." This shift from bureaucracy to the battlefield, the Secretary said, "is a matter of National security."

Mr. Aldridge followed the Secretary of Defense, highlighting his statements that the world has changed since the end of the Cold War, but DoD has not. He stated that Department bureaucratic processes have gradually become ends in themselves and view any attempts to change as counterproductive. Mr. Aldridge said the AT&L workforce must reaffirm its objective: "We are not in the process business. We are not in the technology business. We are not in the administrative business. We are no more in these businesses than a paramedic is in the ambulance business. Every

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Packard Awards Showcase Acquisition's Finest

Four deserving teams recently received defense acquisition's highest honor, the David Packard Excellence in Acquisition Award, during the September 10th Kick-off Ceremony in the Pentagon Auditorium for Acquisition and Logistics Excellence (A&LE) Week. The award was established to recognize DoD civilian and/or military organizations, groups, or teams who have demonstrated exemplary innovation and best acquisition practices. The four winners, listed below, exhibited superior accomplishments in defense acquisition excellence initiatives and programs.

The Future Support Team developed, through joint Air Force, Defense Contract Management Agency and Northrop Grumman efforts, an innovative approach to systems acquisition resulting in the Total Systems Support Responsibility contract. This contract structure reduced the

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Section 508 Means Technology Acquisition Changes

Section 508 of the Rehabilitation Act Amendments of 1998 requires that when Federal agencies develop, procure, maintain or use information technology, they shall ensure that the electronic and information technology (EIT) allows Federal employees with disabilities to have access to and use of information and data that is comparable to the access enjoyed by Federal employees without disabilities. It also requires that members of the public with disabilities seeking information or services from a Federal agency have access to and use of information and data that is comparable to that provided to the public who do not have disabilities.

The section 508 rules went into effect in the Federal Acquisition Regulation (FAR) on June 25, 2001. In an effort to assist in the implementation of section 508, the FAR rule, technical guidance, and answers to frequently asked questions are available at <http://www.section508.gov>.

What do the new rules mean for acquisition? Section 508 compliance means acquiring EIT goods and services that meet section 508 accessibility standards from the Access Board (Architectural and Transportation Barriers Compliance Board). The applicable technical provisions of the standards will vary depending on the type of EIT being procured. The standards are listed in 36

Code of Federal Regulations (CFR) Part 1194, and available at <http://www.access-board.gov>.

Agencies and contractors have different responsibilities under section 508. Agencies are responsible for complying with Section 508 as a whole, identifying the applicable Access Board technical provisions, and making nonavailability and exception determinations and documentation. Contractors interested in selling EIT to the Federal Government must ensure that products they manufacture or design meets the applicable Access Board technical provisions.

Where can I get help complying with Section 508? Every agency has a Section 508 coordinator to give information on agency requirements, make clear any exceptions to Section 508 and inform acquisition officers of steps being taken by the agency to implement the corresponding regulations. To help locate section 508 compliant vendors, the General Services Administration is posting a "Buy Accessible" web page where vendors can voluntarily post information on how their products address the Section 508 technical provisions.

A list of agency coordinators and the "Buy Accessible" page are both located at <http://www.section508.gov>.

—AI—

DoD Regulation 5000.2-R: The Third Policy Piece

Completing the "third piece of the DoD 5000 policy series," Under Secretary of Defense for Acquisition, Technology and Logistics Edward C. "Pete" Aldridge released the final DoD Regulation 5000.2-R for immediate implementation on major systems acquisition. In a memorandum, Mr. Aldridge outlined the new DoD acquisition vision as a "process that promotes the kind of acquisition, technology and logistics excellence that enables us to maintain our technological superiority by fielding (to our users) the best systems with available technologies that are supportable, interoperable, and affordable in less time and at less cost."

The new DoD Regulation 5000.2-R, "Mandatory Procedures for Major Defense Acquisition Programs (MDAPs) and Major Automated Information System (MAIS) Acquisition Programs," describes a simplified and flexible management process, modeled on sound business practices. Combined with overall DoD plans to field a more mobile, lethal, and technologically-dominant force, the revised regulation focuses on reducing acquisition cycle time, incorporating commercial technologies, performing market research, attaining performance milestones, and validating performance by simulation or testing.

The implementation of DoD Regulation 5000.2-R completes the revision of the DoD 5000 series acquisition policies begun October 23, 2000 with the release of the new DoDD5000.1 (Directive) and DoDI5000.2 (Instruction). The final DoD Regulation 5000.2-R replaces interim guidance issued with the Directive and Instruction.

The DoD 5000 series makes it clear that there is no longer a "one size fits all" approach to program management. Program managers are encouraged to "tailor" their

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How to Reach AR Today

Do you have an Acquisition Initiative success story? Please send comments, letters, articles, ideas for articles, photos, and notices of upcoming events to:

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Mail: P.O. Box 17872
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Quadrennial Defense Review Focuses on Capabilities-Based Defense

Effectively protecting the United States homeland will require a transformed, capabilities-based Defense, says the Quadrennial Defense Review (QDR). The QDR, released October 1, 2001, addresses Defense strategy needed for today's world and the transformation needed to fulfill that strategy.

Secretary of Defense Donald Rumsfeld points to four transformation pillars in the QDR:

- Strengthening joint operations;
- Experimenting with new approaches to warfare;
- Exploiting U.S. intelligence advances; and
- Developing transformational capabilities.

Modernizing DoD business processes and infrastructure is a vital component of the transformation.

DoD must:

- Streamline overhead structure and flatten the organization;
- Focus DoD "owned" resources on excellence in those areas that directly contribute to warfighting: Any function that can be provided by the private sector is not a core government function and should be privatized.
- Modernize the DoD-wide approach to business information; and
- Consolidate and modernize DoD facility infrastructure.

Acquisition, technology and logistics will play a key role in achieving this vision of DoD and the security it provides. To read a copy of the QDR, go to <http://www.defenselink.mil/pubs/qdr2001.pdf>. —AI—

Councils Bring Corporate Management Style to DoD

Secretary of Defense Donald Rumsfeld will bring corporate-style management to the Department of Defense. Mr. Rumsfeld recently announced the formation of two new internal management committees that will recommend ways for DoD to improve business practices and transform the U.S. military for the 21st century.

Operating as a board of directors comparable to those in the corporate world, the new "Senior Executive Committee" will be comprised of Secretary Rumsfeld, Deputy Secretary of Defense Paul Wolfowitz, Under Secretary of Defense for Acquisition, Technology and Logistics Edward C. "Pete" Aldridge, and the Service Secretaries. Mr. Aldridge, Secretary of the Army Thomas White, Secretary of the Navy Gordon England, and Secretary of the Air Force Dr. James Roche will use their qualifications as experienced corporate leaders to recommend changes to DoD business practices.

At a Pentagon press conference, Mr. Wolfowitz said the new council is faced with two challenges. The first is to become "more efficient, to find ways to make better use of the resources that the country gives us to manage the defense of the nation. There have been shelves full of studies recommending reforms and ways to be more efficient in acquisition and operations...I think the challenge is in implementation."

The second challenge is "how to take advantage of the opportunities that new technology offers us, potentially, to achieve truly transforming changes in our military capability...And that requires understanding not only the technology but also the forces, the doctrine, [and] the industrial implications."

Coordinating changes to DoD business practices across the Services is another challenge. Mr. England said that the three Service Secretaries are, "joined at the hip. So we will work together to bring about change across our Services, and across the DoD."

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DoD to Restrict Contractor R&D Cost Sharing

When Mr. Edward C. "Pete" Aldridge was sworn in as Under Secretary of Defense for Acquisition, Technology and Logistics, he said one of his goals while in office would be to strengthen the Defense industrial base. Five days after his swearing-in, Mr. Aldridge issued a memorandum to the Military Departments and Defense Agencies directing them to curtail the practice of encouraging or requiring contractors to share costs in Defense research and development contracts.

The objective of the new policy is to help improve the financial health of the Defense industry, while ensuring future innovation and technological excellence. The memo asserts, "contractors should not be encouraged or required to supplement DoD appropriations by bearing a portion of Defense contract costs, whether through use of their IR&D [independent research and development] funds or profit dollars."

Mr. Aldridge said, "In today's environment of reduced Defense spending and fewer new program starts, it is shortsighted to require contractor investment in Defense research and development contracts." The exception to the new

policy involves projects where there is a "reasonable probability of a potential commercial application related to the research and development effort."

Mr. Aldridge wants to see an end to the following forms of contractor investment in Defense programs:

- Use of contractor IR&D funds to subsidize Defense contract research and development.
- Cost ceilings that in essence convert cost-type contracts into fixed-price contracts.
- Unreasonable capping of annual funding increments on research and development contracts.
- Award of development contracts at prices that are known to be less than the contractors' probable costs of performance.

To view Mr. Aldridge's memo on contractor cost sharing, go to <http://www.acq.osd.mil/ar/doc/costshare-051601.pdf>.

—AI—

Aldridge Moves from Reform to Excellence

As part of his overall vision for DoD acquisition, technology and logistics, Mr. Pete Aldridge, Jr., Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)), aims to move from an atmosphere of acquisition reform to acquisition excellence. He envisions a DoD AT&L corps that successfully implements new policies to achieve excellence.

Mr. Aldridge's has identified five goals to achieve excellence:

Achieve credibility and efficiency in the acquisition and logistics support process: Mr. Aldridge will accomplish this by avoiding cost overruns, schedule slippage and performance failures. Methods he will emphasize include: streamlining internal decision processes, spiral development, realistic pricing, use of cost-as-an-independent-variable, expanding multi-year contracting, introducing electronic business systems throughout the AT&L community, privatizing non-core support functions and moving to performance-based contracts for services and supplies.

Revitalize the quality and morale of the AT&L workforce: The average age of the workforce is 47 years old; 50 percent of the workforce will be eligible for retirement by 2005. To ensure a quality pool of talent to replace those workers, Mr. Aldridge will focus on strategic human capital planning, continuous learning for the AT&L workforce and establishing systems that allow DoD to compete with the private sector for the best talent.

Improve the health of the Defense industrial base: A strong Defense industrial base is critical to acquisition excellence. Mr. Aldridge will focus on cash flow and profit policies, breaking down barriers to commercial companies doing business with the Department, improving export control processes, giving more cost-cutting incentives to companies and the development and quality of our small and disadvantaged business contractors.

Rationalize the weapon systems and infrastructure with the new Defense strategy: All acquisition programs will be reviewed to ensure consistency with Secretary of Defense Mr. Donald Rumsfeld's revised Defense strategy prior to funding. Acquisition strategies and plans must be consistent with the needs of the warfighters. To further support the strategy, the Defense infrastructure and resulting force structure will be revised as necessary.

Initiate high leverage technologies to create the weapon systems and strategies

of the future: The Department will rebalance the activities of the Defense Advanced Research Projects Agency toward high leverage, higher risk technologies. Mr. Aldridge will look at increasing the number of Advance Concept Technology Demonstrations and taking advantage of commercial innovations.

Mr. Aldridge outlined his upcoming plans for meeting his five goals at the Acquisition and Logistics Excellence (A&LE) Week kickoff on September 10, 2001. Go to <http://www.acq.osd.mil/aleweek2001> for more information.

—AI—



COL(P) James Moran, Commandant, Defense Acquisition University, speaks with an A&LE Week exhibitor. COL(P) Moran opened the exhibits with a ribbon-cutting.



"This has been a difficult time for all of AT&L, and especially for our families and friends. But we must stay focused, committed to jobs, and more determined than ever to provide our military forces with the finest equipment, appropriately supported, now and in the future. As we look to the future we will be making improvements to our processes and procedures to respond to such conditions, in the hope that we will never have to exercise them again. Thanks for your support and commitment." — E. C. "Pete" Aldridge, Jr., USD(AT&L)

A&LE Week Kickoff

(continued from page 1)

one of us is in the war-winning business and life-saving business, and it's deadly serious work." In words destined to become tragically prophetic, Mr. Aldridge went on to enjoin the workforce against complacency, observing that three of the nation's last five wars arrived as surprises.

Mr. Michael Wynne, Principal Deputy Under Secretary of Defense for Acquisition and Technology, presented the 2001 David Packard Excellence in Acquisition Awards. This year's winners include:

- Army Small Computer Program
- Navy CAD/PAD Program
- Air Force/DCMA/Northrop Grumman
- Joint Stars Program
- DLA Strategic Sourcing Program

Following the Packard Award presentations, attendees witnessed a video of acquisition and logistics excellence goals, vision and expectations by Mr. Aldridge; the Secretary of the Army, Thomas White; the Secretary of the Navy, Gordon England; and the Secretary of the Air Force, James Roche. Mr. Aldridge announced that he is currently developing a strategic plan to shape and meet the needs of the future AT&L workforce.

Exhibits featured successful programs from all the Services and resources to help participants achieve excellence in acquisition, technology and logistics management.

The A&LE Week kickoff included 22 presentations on a variety of acquisition and logistics excellence related topics. These presentations and profiles of the David Packard Award winners are available at <http://www.acq.osd.mil/aleweek2001>.

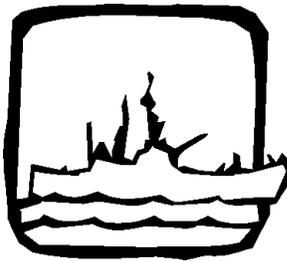
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eProcurement Docks at SeaPort

The Naval Sea Systems Command (NAVSEA) has launched SeaPort, an eProcurement portal aimed at making acquisition of professional support services more efficient. By applying information technology in a strategic manner, the SeaPort initiative achieves economies of scale, creates consistent procurement processes and maximizes NAVSEA's use of eBusiness. NAVSEA has streamlined its acquisition of professional support services from 350 contracts to 21.

Under a recent multiple award contract (MAC), SeaPort gives a group of 21 certified vendor teams up to fifteen years to bid on a variety of financial management, program management, engineering and logistics task orders electronically. Task orders can be cost-based or fixed-priced; performance-based requirements also are built into SeaPort. SeaPort will assist NAVSEA in achieving Navy goals for Performance-Based Service Acquisition (PBSA) (See the July/August 2000 issue of *AR Today* for more information on Acquisition, Technology and Logistics' PBSA goals).

Consistent with today's business environment, the NAVSEA SeaPort Office converted Commercial Off-the-Shelf technology to its needs. In particular, NAVSEA sought a solution that would auto-



mate bidding and evaluation under best value criteria, rather than a commodity, price-based model. The Office and its supporting contractors accomplished its task at "Internet speed," completing SeaPort's launch from concept to deployment in less than 90 days.

SeaPort provides end-to-end paperless support for professional support services acquisition. Its functions include requirements definition, task

order competition, award and issuance, and performance reporting. A "wizard" guides the acquisition officer through a series of questions to create a complete purchase requisition. Then, a secure electronic bidding process is used to initiate solicitations and receive proposals. Multiple submissions can be evaluated using SeaPort's award determination tool. The task order is then electronically signed and transmitted to the winning MAC contractor. Award time has been reduced from 270 to 30 days.

SeaPort is a scalable solution that will integrate easily with the Navy's future Enterprise Resource Planning (ERP) solutions. It also can support a variety of bidding formats, including reverse auctions. With its versatility, interoperability and strategic use of industry best practices, SeaPort is sure to be part of the Navy's ERP future. Go to <http://www.seaport.navy.mil/> for more information on the program.

—AI—

DoD 5000-2-R

(continued from page 2)

programs by increased use of non-traditional contracting vehicles consistent with the particular conditions of their program and sound business management practice. Consequently, systems will be able to proceed through development more rapidly and improved capability will be fielded in far less time.

Mr. Aldridge's stated objective with the DoD Regulation 5000.2-R is to "reduce cycle time and achieve an average of five to seven years from program launch to production." Metrics for use in measuring progress are being developed.

Implementation of DoD Regulation 5000.2-R will require, Mr. Aldridge believes, the acquisition, technology and logistics community to be more open towards support strategies that focus on availability and innovation, and less on traditional approaches. "In short," Mr. Aldridge said, "we must change our organizational culture and environment. Doing business as we have in the past will not allow DoD to continue to put superior systems into the hands of our users... We now have the policy tools and a more flexible process that facilitates streamlined decision making to support our vision of acquisition, technology and logistics excellence." To view Mr. Aldridge's memo and the new DoD Regulation 5000.2-R, go to <http://www.acq.osd.mil/ar/doc/dodd5000-2-r-061001.pdf>.

—AI—

UPCOMING EVENTS

The **Project Management Institute's (PMI) 13th Annual Integrated Program Management Conference** will be held **November 14-17, 2001** at the **Sheraton Premiere Hotel, Vienna, VA**. The conference "*EVM [Earned Value Management]: Tell It Like It Is*" will feature training seminars and symposia on EVM Implementation, Schedule Management, Technology Management and other related topics. For more information, go to <http://www.cpm-pmi.org/lpmc13.htm>.

The **Defense Standardization Program (DSP) and Government Electronics Industry Association (GEIA)** are cosponsoring the **2001 Standardization Symposium - "The Shape of Things to Come: Acquisition and Logistics Excellence Through Standardization."** The symposium will be held **November 27-29, 2001** at the **Omni Shoreham Hotel, Washington, DC**. Topics will include acquisition and logistics initiatives affecting DSP, international standardization initiatives, and present and future automation tools. For more information, go to <http://dsp.dla.mil/training.htm#DSP>.



DoD Corporate Management

(continued from page 3)

The second of the two management teams, the "Business Initiative Council," will again be comprised of the Service Secretaries and headed by Mr. Aldridge. The Service Secretaries will recommend good business practices and implement cost savings that could offset the funding requirements for personnel programs, infrastructure re-capitalization, equipment modernization and transformation initiatives. These Service-oriented initiatives will encourage the military branches to explore new money-saving programs with the added incentive of being able to use that money saved for other programs.

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Packaging Pilot Yields Civil-Military Integration

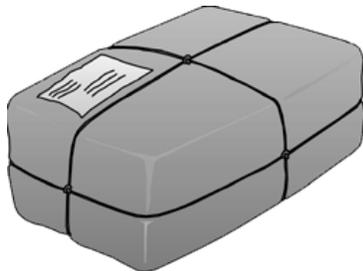
Civil-military integration (CMI), the assimilation of defense and commercial technology and industry products and practices, is critical to meeting future DoD policy objectives. One instance where the Defense Department has made significant strides in CMI is the Packaging Pilot Program. The pilot program, under the sponsorship of the former offices of the Deputy Under Secretary of Defense for Acquisition Reform and the Deputy Under Secretary of Defense for Logistics, has actively sought to apply commercial practices for items entering the military-distribution system. It has successfully reduced military-unique packaging processes; the results of the program are the basis of a more expansive commercially-based packaging policy.

Under policies established by an Integrated Product Team (IPT), special contract provisions were established for the pilot contractors, the aircraft engine segments of General Electric and Honeywell (formerly AlliedSignal). Use of the special provisions has streamlined packaging processes and facilitated experimentation with innovative practices and materials.

Former Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics, Dave Oliver, released two memoranda concerning the future of the Packaging Pilot Program. The first memorandum directs the expansion of the Packaging Pilot Authority, and the second requests military components to consider proposed revisions to MIL-STD-2073, Standard Practice for Military Packaging.

In the pilot expansion memo, Mr. Oliver states that both General Electric and Honeywell have produced "encouraging results." Both companies have reported innovations in packaging processes and

materials, reductions in material costs and cycle time for packaging operations, increased packaging operations productivity and overall cost reductions with the packaging of, primarily, engines and engine accessories. The memo announces the expansion, "without restriction on the number or experience areas of new potential participating contractors, the packaging pilot program into additional phases to include any additional contractors." The memo further states that the Packaging IPT will continue seek out and invite the voluntary



participation of contractors, administer the program and evaluate the performance of participating contractors. New entrants desiring to participate in the program should work with the Packaging IPT and their cognizant administrative or procuring contracting officer to set up their participation.

The memoranda direct various offices in OSD to make changes to MIL-STD-2073, the DoD Materiel Management Regulation (DoD 4140.1-R), the Defense Federal Acquisition Regulation, and the DoD 5000 Series in order to institutionalize the benefits of the Pilot Program across the Department. They included draft language to be used as a start for the revision process. Letters were signed out to General Electric and Honeywell, thanking them for their participation and encouraging them to expand commercial packaging practices across their corporations. For more information on the DoD Packaging Pilot Program, including Mr. Oliver's memos, go to <http://www.acq.osd.mil/ar/package.htm#correspondence>.

—AI—

AR Online

Find guides and other tools on acquisition policy in one easy-to-reach place! The Acquisition Initiatives website has added a Resources section with DoD guides on Performance-based Payments, using Commercial Off the Shelf products and more. Have a question on the latest policy? Go to <http://www.acq.osd.mil/ar/resources.htm> — we may have your answer!

The Navy's Director of Acquisition Career Management (DACM) has DACM Online with information on continuous learning and other career management and training policies. DACM Online's newest feature is its "Snapshot" of the acquisition, technology and logistics workforce. See it at <http://dacm.secnaw.navy.mil>.

The Fiscal Year 2002 Army Civilian Education, Training and Career Development (ACTEDS) catalog is now online! Find out about career opportunities and the training you'll need to reach your goals at <http://cpol.army.mil/train/catalog/index.html>.

You can review a wide spectrum of test and evaluation (T&E) capabilities right from your desktop. To help find the appropriate T&E needs for your next program, Eglin Air Force Base's 46th Test Wing has a detailed listing of their T&E facilities on the web site <http://www.eglin.af.mil/46tw/services.html>. There's also a guide to putting in test requests.

Got any surplus materials? Need materials? The Defense Reutilization and Marketing Service buys and sells surplus materials to reduce excess inventory and save costs. Check out their recent offerings at <http://www.drms.dla.mil>.

These and all web sites spotlighted in this column can be linked directly from our "Other AR Sites" page on the Acquisition Initiatives web site at <http://www.acq.osd.mil/ar>. It's the most comprehensive listing of AI-related sites anywhere on the web. . .

Bookmark it!

Outreach and Communications Survey Results Are In!

Recently we asked you to help us better inform you of what is happening with implementation of acquisition initiatives and to continuously improve our products. We thank you for your time and assistance with the feedback on our survey. Below summarizes what you said you need to know:

AR Today

Articles: Articles are about right in length. Suggested topic areas include policy, lessons learned, online tools/resources, events and eBusiness.

Distribution, Format and Frequency: Overwhelmingly online and bimonthly, although there were a number of respondents that wanted both print and online distribution or on a monthly basis. Favored online format was Word. Numbers are as follows:

Distribution: 11 – Print, 81 – Online, 58 — Both

Format: 45 – PDE, 69 — Word, 29 — HTML
Frequency: 83 – Bimonthly, 12 – Quarterly, 55 – Monthly

Usefulness: Most found *AR Today* useful.

Receive AR Now: Most who receive *AR Today* also receive *AR Now*.

Suggestions for Improvement: Online; more frequent; immediate notification of policy changes; more articles on workforce issues, logistics, success stories, training opportunities and opportunities for career advancement; more advertising of the service.

Note: a number of people tried to sign up through the survey.

AR Now

Frequency: About right, leaning toward not frequently enough.

Usefulness: Most found *AR Now* useful. Particularly like the immediacy.

Suggestions for Improvement: Topic areas listed similar to *AR Today*.

Note: Twenty-one new subscribers through survey.

Respondent Demographics

Where They Work: Most respondents were from DoD AT&L Workforce; Defense industry was the second most represented group.

Career Fields: Good mix of fields, but mostly PMs.

Components: Very diverse, no one clear category.

Civilian/Military: Mostly civilian respondents.

Acquisition Corps Members: Half were members; half were not.

Level of Acquisition Certification: Most were Level III certified.

Once again, thank you for your participation.

—AI—



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